

# OFFICERSHIP AND THE PROFESSION

## A Selected Bibliography



**U.S. ARMY WAR COLLEGE LIBRARY**

**September 2013**

Report Documentation Page			Form Approved OMB No. 0704-0188		
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>SEP 2013</b>		2. REPORT TYPE		3. DATES COVERED	
4. TITLE AND SUBTITLE <b>Officership And The Profession A Selected Bibliography</b>			5a. CONTRACT NUMBER		
			5b. GRANT NUMBER		
			5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S) <b>Greta Andrusyszyn</b>			5d. PROJECT NUMBER		
			5e. TASK NUMBER		
			5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>U.S. Army War College,122 Forbes Ave.,Carlisle,PA,17013-5220</b>			8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSOR/MONITOR'S ACRONYM(S)		
			11. SPONSOR/MONITOR'S REPORT NUMBER(S)		
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited.</b>					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT <b>This selected bibliography lists references for readings on career path, education, civil-military relations, mentorship, and other topics directly related to the study of Officership and the Profession.</b>					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES <b>27</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

## PREFACE

This selected bibliography lists references for readings on career path, education, civil-military relations, mentorship, and other topics directly related to the study of Officership and the Profession.

With certain exceptions, the materials cited are dated from 2010 to the present. For older resources, please see *Officership and the Profession*, compiled August 2010. All items are available through the USAWC Library. For your convenience, we have added U.S. Army War College Library call numbers, Internet addresses, or database links at the end of each entry. Web sites were accessed August 2013.

Due to licensing agreements, access to articles in the Library's subscription databases is limited to current USAWC faculty, staff, and students. When off-network, USAWC personnel should use their login and password for remote access. For the Army community stationed elsewhere or deployed, many articles are online in AKO's "My Library" databases. Local libraries are another option.

This bibliography and others compiled by our research librarians are available online through the Library's home page at <http://usawc.libguides.com/bibliographies>.

For additional information, please contact the Research, Instruction, and Access Services Division, U.S. Army War College Library, by sending an e-mail message to [USAWC.LibraryR@us.army.mil](mailto:USAWC.LibraryR@us.army.mil), or by phoning (717) 245-3660.

Compiled by  
Greta H. Andrusyszyn, MLS  
Research Librarian

# **OFFICERSHIP AND THE PROFESSION**

## **A Selected Bibliography**

September 2013

### **Contents**

GENERAL INFORMATION .....	1
CAREER PATH AND EDUCATION .....	2
CIVIL-MILITARY RELATIONS .....	8
DOCTRINE AND GUIDANCE .....	11
MENTORSHIP.....	14
MORALS, VALUES, AND ETHICS .....	15
PERSPECTIVES ON THE PROFESSION .....	20
OTHER BIBLIOGRAPHIES .....	24
CURRENT AWARENESS GUIDES .....	24

## GENERAL INFORMATION

### Books, Documents, and Internet Resources

- Abbot, Andrew. *The System of Professions: An Essay on the Division of Expert Labor*. Chicago: University of Chicago Press, 1988. 435pp. (HD8038 .U5A11 1988)
- Hackett, John. *The Profession of Arms*. New York: Macmillan, 1983. 239pp. (UB105 .H3 1983)
- Janowitz, Morris. *The Professional Soldier: A Social and Political Portrait*. New York: Free Press, 1971. 468pp. (UB147 .J31 1971)
- Matthews, Lloyd J., ed. *The Future of the Army Profession*. Don M. Snider, Project Director. 2nd ed. Boston: McGraw-Hill, 2005. 762pp. (UB147 .F87 2005)
- Nagl, John A., and Brian M. Burton, eds. *Keeping the Edge: Revitalizing America's Military Officer Corps*. Washington, DC: Center for a New American Security, February 2010. 76pp. (UB147 .N34 2010) <http://www.cnas.org/files/documents/publications/FINAL%2010102CNA%20Officership%20Report.pdf>
- Sarkesian, Sam C. *The Professional Army Officer in a Changing Society*. Chicago: Nelson-Hall, 1975. 268pp. (UB413 .S27)
- Sarkesian, Sam C., and Robert E. Connor, Jr. *The US Military Profession into the Twenty-First Century: War, Peace and Politics*. 2nd ed. New York: Routledge, 2006. 238pp. (UA23 .S2291 2006)
- Snider, Don M., John A. Nagl, and Tony Pfaff. *Army Professionalism, the Military Ethic, and Officership in the 21st Century*. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, December 1999. 50pp. (U413 .A66S663 1999) <http://handle.dtic.mil/100.2/ADA372493>
- U.S. Department of Defense. *The Armed Forces Officer*. 2nd ed. Washington, DC: U.S. National Defense University Press, 2007. 162pp. (U133 .A65 2007)

### Periodical Articles

- Daugherty, Timothy J., and Jim Mattox. "The Profession of Arms in the Post-Operation Iraqi Freedom World: Building Leaders with the Intellect to See It and Courage to Do It." *Fires* (September-October 2012): 26-31. [ProQuest](#)
- Davis, Gordon B., Jr., and Jeffrey D. Peterson. "'America's Army – Our Profession'." *Military Review* 93, no. 1 (January-February 2013): 43-48. [ProQuest](#)

- DeGolyer, Troy A., et al. "A Profession of Arms." *Army Communicator* 36, no. 1 (Spring 2011): 64-69. <http://www.signal.army.mil/ArmyCommunicator/2011/Vol36/No1/2011Vol36No1Sub17.pdf>
- Dubik, James M. "Education, Experience and Training: Responsibilities to the Army as a Profession." *Army* 62, no. 6 (June 2012): 22-25. [ProQuest](#)
- Feidler, Bob. "Renew the Commitment: Profession of Arms Is the Route to a Defended Nation." *Officer* 88, no. 3 (May-June 2012): 49. [ProQuest](#)
- Formica, Anthony M. "Lost in Transmission: How the Army Has Garbled the Message about the Nature of Its Profession." *Military Review* 92, no. 2 (March-April 2012): 44-52. [ProQuest](#)
- Franks, Frederick. "The Army Profession of Arms." *Military Review* 91, Supplement (September 2011): 25-33. [ProQuest](#)
- Kohn, Richard H. "First Priorities in Military Professionalism" *Orbis* 57, no. 3 (Summer 2013): 380-389. [Full Text](#)
- McCoy, Eric A. "Elements of the Profession of Arms and Their Impact on the Military Logistician." *Army Sustainment* 43, no. 4 (July-August 2011): 16-19. [ProQuest](#)
- Ulmer, Walter F., Jr. "Military Leadership into the 21st Century: Another 'Bridge Too Far'?" [originally published Spring 1998] *Parameters* 40, no. 4 (Winter 2010-11): 135-155. [ProQuest](#)
- Wong, Leonard, and Douglas Lovelace. "Knowing When to Salute." *Orbis* 52, no. 2 (Spring 2008): 278-288. [Full Text](#)

## **CAREER PATH AND EDUCATION**

### **Books, Documents, and Internet Resources**

- Ashe, Robert P. *The Evolution of Army Leader Development*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 25pp. (SRP 2013 ASHE)
- Boccardi, Thomas D. *Polyester Culture: The U.S. Army's Aversion to Broadening Assignments*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, April 18, 2012. 42pp. (AD-A568-278) <http://handle.dtic.mil/100.2/ADA568278>
- Chancellor, Glen D. *National Guard Senior Leader Development: A New Set of Tricks*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 15, 2012. 26pp. (AD-A561-044) <http://handle.dtic.mil/100.2/ADA561044>

- Costanza, Charles D. *Broadening Leaders? Culture Change as the Cure*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 5, 2012. 25pp. (AD-A568-443) <http://handle.dtic.mil/100.2/ADA568443>
- Edwards, Thomas J., Jr. *Full Spectrum Army Officer Management*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 22, 2012. 28pp. (AD-A560-776) <http://handle.dtic.mil/100.2/ADA560776>
- Hernandez, Daryle J. *Building Strategic Leader Competencies into Army Officer Development and Career Progression*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 23, 2011. 27pp. (AD-A559-982) <http://handle.dtic.mil/100.2/ADA559982>
- Mele, Paul A. *Professionalizing the Force: Certification and Competency in the U.S. Army*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 25pp. (SRP 2013 MELE)
- Millen, Raymond A. *Command Legacy: A Tactical Primer for Junior Leaders*. 2nd ed. Washington, DC: Potomac Books, 2008. 413pp. (UD160 .M55 2008)
- Mills, Charles D. *Adaptation for the Ages: Strategic Leaders, 1972-2012 and Beyond*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 42pp. (SRP 2013 MILC)
- Molendyke, Troy P. *Developing Future Military Leaders: Potential Predictors for Strategic Success*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 10, 2011. 28pp. (AD-A547-313) <http://handle.dtic.mil/100.2/ADA547313>
- Murray, Williamson. "Professionalism and Professional Military Education in the Twenty-First Century." In *Civil-Military Relations: The Soldier and the State in a New Era*, edited by Suzanne C. Nielsen and Don M. Snider, 133-148. Baltimore: Johns Hopkins University Press, 2009. (UA23 .A45 2009)
- O'Donnell, Frederick M. *Developing Strategic Leader Competencies in Today's Junior Officer Corps*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 23pp. (SRP 2013 ODOF)
- Owen, Paul E. *Developing Strategic Leaders: Innovators versus Operators*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, April 13, 2012. 24pp. (AD-A568-256) <http://handle.dtic.mil/100.2/ADA568256>
- Pierce, James G. *Is the Organizational Culture of the U.S. Army Congruent with the Professional Development of Its Senior Level Officer Corps?* Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, September 2010. 151pp. (U413 .A66L48 no.41) <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1015>

Reed, Shawn E. *Revolutionizing Army Leader Development*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, January 31, 2011. 25pp. (AD-A560-245) <http://handle.dtic.mil/100.2/ADA560245>

Rule, Jeffrey N. *A Symbiotic Relationship: The OODA [Observe, Orient, Decide, Act] Loop, Intuition, and Strategic Thought*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 27pp. (SRP 2013 Rule)

Stringer, Kevin D. *Distilling the Demographic Dividend: Retaining U.S. Army Officer Talent for the 40-Year Career?* Arlington: Association of the United States Army, Institute of Land Warfare, June 2012. 18pp. (UA23 .A95L16 no.89) [http://www.ausa.org/publications/ilw/ilw\\_pubs/landwarfarepapers/Documents/LWP\\_89\\_web.pdf](http://www.ausa.org/publications/ilw/ilw_pubs/landwarfarepapers/Documents/LWP_89_web.pdf)

Tooke, Shaun E. *Developing Today's Officer Corps for Tomorrow's Strategic Environment*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 33pp. (SRP 2013 Took)

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Accessing Talent: The Foundation of a U.S. Army Officer Corps Strategy*. Officer Corps Strategy Monograph Series, vol. 4. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 2010. 41pp. (U413 .A66W273 2010 v.4) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=972>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Talent: Implications for a U.S. Army Officer Corps Strategy*. Officer Corps Strategy Monograph Series, vol. 2. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, November 2009. 24pp. (U413 .A66W273 2009 v.2) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB948.pdf>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Developing Talent*. Officer Corps Strategy Monograph Series, vol. 5. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 2010. 31pp. (U413 .A66W273 2010 v.5) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB977.pdf>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Employing Talent*. Officer Corps Strategy Monograph Series, vol. 6. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, May 2010. 41pp. (U413 .A66W273 2010 v.6) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=988>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: A Proposed Human Capital Model Focused upon Talent*. Officer Corps Strategy Monograph Series, vol. 1. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, April 2009. 42pp. (U413 .A66W273 2009) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB912.pdf>



Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Retaining Talent*. Officer Corps Strategy Monograph Series, vol. 3. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, January 2010. 64pp. (U413 .A66W273 2010 v.3) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB965.pdf>

## Periodical Articles

Allen, Charles D. "Back to Basics: The Army Must Reinforce Standards of Discipline." *Armed Forces Journal* 150, no. 4 (November 2012): 29-31. <http://www.armedforcesjournal.com/2012/11/11864166> – requires registration

Allen, Charles D. "Redress of Professional Military Education: The Clarion Call." *Joint Force Quarterly*, no. 59 (4th Quarter 2010): 94-100. [ProQuest](#)

Angell, Aaron A. "Required Action Needed in PME [Professional Military Education]." *Marine Corps Gazette* 94, no. 10 (October 2010): 73-77. [ProQuest](#)

Armstrong, Benjamin. "Leadership & Command." *Proceedings: United States Naval Institute* 138, no. 9 (September 2012): 36-40. [ProQuest](#)

Boccardi, Thomas. "Meritocracy in the Profession of Arms." *Military Review* 93, no. 1 (January-February 2013): 17-23. [ProQuest](#)

Boroff, Karen E., Aram M. Donigian, and Zachary J. Mundell. "A Better Way to Develop Officers." *Armed Forces Journal* 148, no. 9 (May 2011): 17-19, 36. <http://www.armedforcesjournal.com/2011/05/6219649> – requires registration

Bowhars, Vincent C. "Manage or Educate: Fulfilling the Purpose of Joint Professional Military Education." *Joint Force Quarterly*, no. 67 (4th Quarter 2012): 26-29. [ProQuest](#)

Brooks, Paul T., John M. Meyers, and Scott A. Stephens. "Learn Together: Joint Education Is the Key to Effective Joint Operations." *Armed Forces Journal* 148, no. 6 (January-February 2011): 20-22, 38. <http://www.armedforcesjournal.com/2011/02/4938821> – requires registration

Bullis, R. Craig. "The NFP [Intuitive, Feeling, Perceiving] Strategic Leader." *Parameters* 39, no. 4 (Winter 2009-10): 32-44. [ProQuest](#)

Carpenter, Scott A. "The Joint Officer: A Professional Specialist." *Joint Force Quarterly*, no. 63 (4th Quarter 2011): 125-131. [ProQuest](#)

Collins, John M. "A New School of Thought." *Proceedings: United States Naval Institute* 138, no. 2 (February 2012): 58-61. [ProQuest](#)

- Crissman, Douglas C. "Improving the Leader Development Experience in Army Units." *Military Review* 93, no. 3 (May-June 2013): 6-15. [ProQuest](#)
- Currie, James T. "Senior Officer Professional Military Education as an Equalizer." *Joint Force Quarterly*, no. 59 (4th Quarter 2010): 30-34. [ProQuest](#)
- Donnelly, William M. "Professionalism and the Officer Personnel Management System." *Military Review* 93, no. 3 (May-June 2013): 16-23. [ProQuest](#)
- Doty, Joe, and Jeffrey E. Fenlason. "Real Lessons Learned for Leaders after Years of War." *Military Review* 92, no. 2 (March-April 2012): 81-89. [ProQuest](#)
- Feidler, Bob. "Professional Military Education: Is Its Evolution in Step with the Changing Conditions." *Officer* 88, no. 4 (July-August 2012): 44-49. [ProQuest](#)
- Grygiel, Jakub. "Educating for National Security." *Orbis* 57, no. 2 (Spring 2013): 201-216. [Full Text](#)
- Hinds, Ryan M., and John P. Steele. "Army Leader Development and Leadership: Views from the Field." *Military Review* 92, no. 1 (January-February 2012): 39-44. [ProQuest](#)
- Holmes, James R. "What's the Matter with Mahan?" *Proceedings: United States Naval Institute* 137, no. 5 (May 2011): 34-39. [ProQuest](#)
- Johnson-Freese, Joan. "The Reform of Military Education: Twenty-Five Years Later." *Orbis* 56, no. 1 (January 2012): 135-153. [Full Text](#)
- Kane, Tim. "Why Our Best Officers Are Leaving." *Atlantic Monthly*, January-February 2011, 80-82, 84-85. [ProQuest](#)
- Kroesen, Frederick J. "Restoring Learning." *Army* 61, no. 12 (December 2011): 17-18. [ProQuest](#)
- Longo, Richard C., and Paul E. Funk, II. "Concept: Developing Adaptable Soldiers, Leaders and Units to Meet the Challenge of Persistent Conflict." *Army* 61, no. 3 (March 2011): 45-46, 49-50. [ProQuest](#)
- Madonia, Eric J. "New Lessons from the Old Guard." *Proceedings: United States Naval Institute* 138, no. 2 (February 2012): 68-72. [ProQuest](#)
- Mahnken, Thomas G. "Sailing through the 'Fog of Peace'." *Proceedings: United States Naval Institute* 138, no. 2 (February 2012): 52-57. [ProQuest](#)
- McDonald, Sean P. "Empirically Based Leadership: Integrating the Science of Psychology in Building a Better Leadership Model." *Military Review* 93, no. 1 (January-February 2013): 2-10. [ProQuest](#)

- McGuire, Mark. "Pulling Back the Curtain: Developing Strategic Thinkers at ICAF [Industrial College of the Armed Forces]." *Joint Force Quarterly*, no. 63 (4th Quarter 2011): 120-124. [ProQuest](#)
- Mullen, William F., III. "The Officer PME [Professional Military Education] Continuum." *Marine Corps Gazette* 96, no. 6 (June 2012): 46-50. [ProQuest](#)
- Nussio, Rick. "Sowing Seeds to Cultivate Future Army Leaders." *Army* 60, no. 11 (November 2010): 19-21. [ProQuest](#)
- Papp, Robert J. "Proficiency: The Essence of Discipline." *Proceedings: United States Naval Institute* 138, no. 8 (August 2012): 16-21. [ProQuest](#)
- Parker, William, and Cathal O'Connor. "Command Performance." *Proceedings: United States Naval Institute* 137, no. 1 (January 2011): 30-35. [ProQuest](#)
- Raymond, William M., Jr., Keith R. Beurskens, and Steven M. Carmichael. "The Criticality of Captains' Education: Now and In the Future." *Military Review* 90, no. 6 (November-December 2010): 51-57. [ProQuest](#)
- Savion, Sydney M., and Terrance J. McCaffrey. "Burgeoning Courses, Lagging Standardization." *Joint Force Quarterly*, no. 57 (2nd Quarter 2010): 72-77. [ProQuest](#)
- Scales, Robert H. "Too Busy to Learn: Professional Military Education Reform Needed." *Proceedings: United States Naval Institute* 136, no. 2 (February 2010): 30-35. [ProQuest](#)
- Sexton, Charles. "Project Warrior 2020: Developing the Army's Future Leaders." *Army* 63, no. 3 (March 2013): 22-24. [ProQuest](#)
- Sullivan, Gordon R. "The Rewards of Reading in the Profession of Arms." *Army* 61, no. 5 (May 2011): 15, 17. [ProQuest](#)
- Vandergriff, Donald E. "When Do We Teach the Basics?" *Joint Force Quarterly*, no. 58 (3rd Quarter 2010): 69-74. [ProQuest](#)
- Vane, Michael A. "New Norms for the 21st Century Soldier." *Military Review* 91, no. 4 (July 2011): 16-24. [ProQuest](#)
- Vego, Milan. "Study War Much More." *Proceedings: United States Naval Institute* 139, no. 1 (January 2013): 58-63. [ProQuest](#)
- Waters, Douglas E. "Understanding Strategic Thinking and Developing Strategic Thinkers." *Joint Force Quarterly*, no. 63 (4th Quarter 2011): 113-119. [ProQuest](#)
- Williams, Thomas M. "Education for Critical Thinking." *Military Review* 93, no. 1 (January-February 2013): 49-54. [ProQuest](#)

Winton, Harold R. "An Imperfect Jewel: Military Theory and the Military Profession." *Journal of Strategic Studies* 34, no. 6 (December 2011): 853-877. [Full Text](#)

## Multimedia

Snider, Don, moderator. "Developing Strategic Leaders for an Age of Austerity." *YouTube* streaming video. 58 min. April 12, 2012. <http://www.youtube.com/watch?v=9kMuUAIYPv8>

## CIVIL-MILITARY RELATIONS

### Books, Documents, and Internet Resources

Crean, Peter. *Political Participation and the United States Army Officer Corps*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 22, 2012. 34pp. (AD-A563-669) <http://handle.dtic.mil/100.2/ADA563669>

Coletta, Damon. "The U.S. Civil-Military Problematique and New Military Missions." In *Civil-Military Relations in Perspective: Strategy, Structure, and Policy*, edited by Stephen J. Cimbala, 83-100. Burlington: Ashgate, 2012. (JF195 .C585 2012)

Dempsey, Jason K. *Our Army: Soldiers, Politics, and American Civil-Military Relations*. Princeton: Princeton University Press, 2010. 266pp. (JK330 .D46 2010)

Efflandt, Scott L. *Under Siege: How Private Security Companies Threaten the Military Profession*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 26pp. (SRP 2013 EFFL)

Gibson, Brian W. *The Need for Proper Military Dissent*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 3, 2012. 27pp. (AD-A561-494) <http://handle.dtic.mil/100.2/ADA561494>

Moten, Matthew. "A Broken Dialogue: Rumsfeld, Shinseki, and Civil-Military Tension." In *American Civil-Military Relations: The Soldier and the State in a New Era*, edited by Suzanne C. Nielsen and Don M. Snider, 42-71. Baltimore: Johns Hopkins University Press, 2009. (UA23 .A45 2009)

Owens, Mackubin Thomas. *US Civil-Military Relations After 9/11: Renegotiating the Civil-Military Bargain*. New York: Continuum, 2011. 211pp. (JK330. O94 2011)

Snider, Don M. *Dissent and Strategic Leadership of the Military Professions*. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 2008. 38pp. (U413 .A66S664 2008) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=849>

Urban, Heidi A. *Civil-Military Relations in a Time of War: Party, Politics, and the Profession of Arms*. Georgetown University, 2010. 190pp. [ProQuest Dissertations](#)

## Periodical Articles

Allen, Charles D. "The Pit and the Pendulum: Civil-Military Relations in an Age of Austerity." *Armed Forces Journal* 150, no. 9 (May 2013): 18-20, 32-33. <http://www.armedforcesjournal.com/2013/05/13190884> – requires registration

Allen, Charles D., and Breena E. Coates. "The Engagement of Military Voice." *Parameters* 39, no. 4 (Winter 2009-10): 73-87. [ProQuest](#)

Bacevich, Andrew J. "The Paradox of Professionalism: Eisenhower, Ridgway, and the Challenge to Civilian Control, 1953-1955." *Journal of Military History* 61, no. 2 (April 1997): 303-333. [ProQuest](#)

Bacevich, Andrew J. "Whose Army?" *Daedalus* 140, no. 3 (Summer 2011): 122-134. [ProQuest](#)

Betros, Lance. "Political Partisanship and the Military Ethic in America." *Armed Forces and Society* 27, no. 4 (Summer 2001): 501-523. [ProQuest](#) [references Feaver, Peter D., and Richard H. Kohn, eds. *Soldiers and Civilians: The Civil-Military Gap and American National Security*. Cambridge: MIT Press, 2001. 545pp. (UA23 .S5269 2001); also see Feaver, Peter D., and Richard H. Kohn. "The Gap." *National Interest*, Fall 2000, 29-37. [ProQuest](#)]

Bryan, Ian. "Know Yourself before the Enemy: Military Professionalism's Civil Foundation." *Joint Force Quarterly*, no. 62 (3rd Quarter 2011): 32-36. [ProQuest](#)

Burke, Edward. "Leaving the Civilians Behind: The 'Soldier-Diplomat' in Afghanistan and Iraq." *Prism* 1, no. 2 (March 2010): 27-46. [http://www.ndu.edu/press/lib/images/prism1-2/3\\_Prism\\_27-46\\_Burke.pdf](http://www.ndu.edu/press/lib/images/prism1-2/3_Prism_27-46_Burke.pdf)

Cohen, Eliot. "Presidents and Their Generals: A Conversation with Eliot Cohen." Interview by American Interest. *American Interest* 6, no. 1 (September-October 2010): 6-14. [Full Text](#)

Davidson, Janine. "The Contemporary Presidency: Civil-Military Friction and Presidential Decision Making: Explaining the Broken Dialogue." *Presidential Studies Quarterly* 43, no. 1 (March 2013): 129-145. [ProQuest](#)

Eaton, Paul D. "Professional Disagreement and Policy." *Joint Force Quarterly*, no. 62 (3rd Quarter 2011): 22-24. [ProQuest](#)

Hallett, Michael. "Capabilities, Not Clothes: Distinctions between Military and Civil Services Are Unnecessary." *Armed Forces Journal* 148, no. 10 (June 2011): 28-32. <http://www.armedforcesjournal.com/2011/06/6151561> – requires registration

- Hill, Andrew A., Leonard Wong, and Stephen J. Gerras. "Self-Interest Well Understood": The Origins & Lessons of Public Confidence in the Military." *Daedalus* 142, no. 2 (Spring 2013): 49-64. [Full Text](#)
- Hooker, Richard D., Jr. "Soldiers of the State: Reconsidering American Civil-Military Relations." [originally published in *Parameters* Winter 2003-04] *Parameters* 41, no. 4 (Winter 2011-12): 1-14. [ProQuest](#)
- Kels, Charles G. "The Militarization of the Presidency." *Armed Forces Journal* 149, no. 10 (June 2012): 20-24, 32. <http://www.armedforcesjournal.com/2012/06/9381480> – requires registration
- Killebrew, Robert. "Rank Partisanship: Why Retired Officers Shouldn't Lend Their Titles to Political Causes." *Armed Forces Journal* 150, no. 10 (June 2013): 22-23, 32. <http://www.armedforcesjournal.com/2013/06/13800150> – requires registration
- Melvin, Mungo. "Soldiers, Statesmen and Strategy." *RUSI Journal* 157, no. 1 (February-March 2012): 20-27. [Full Text](#)
- Milburn, Andrew R. "Breaking Ranks: Dissent and the Military Professional." *Joint Force Quarterly*, no. 59 (4th Quarter 2010): 101-107. [ProQuest](#)
- Mosser, Michael W. "Puzzles versus Problems: The Alleged Disconnect between Academics and Military Practitioners." *Perspectives on Politics* 8, no. 4 (December 2010): 1077-1086. [ProQuest](#)
- Nix, Dayne E. "American Civil-Military Relations: Samuel P. Huntington and the Political Dimensions of Military Professionalism." *Naval War College Review* 65, no. 2 (Spring 2012): 88-104. [ProQuest](#)
- Owens, Mackubin Thomas. "What Military Officers Need to Know about Civil-Military Relations." *Naval War College Review* 65, no. 2 (Spring 2012): 67-87. [ProQuest](#)
- Rafuse, Ethan S. "General McClellan and the Politicians Revisited." *Parameters* 42, no. 2 (Summer 2012): 71-85. [ProQuest](#)
- Roberts, Brandon. "Public Understanding of the Profession of Arms." *Military Review* 92, no. 6 (November-December 2012): 41-47. [ProQuest](#)
- Strachan, Hew. "Strategy or Alibi? Obama, McChrystal and the Operational Level of War." *Survival* 52, no. 5 (October-November 2010): 157-182. [Full Text](#)
- Ulrich, Marybeth P. "The General Stanley McChrystal Affair: A Case Study in Civil-Military Relations." *Parameters* 41, no. 1 (Spring 2011): 86-100. [ProQuest](#) [see Hastings, Michael. "The Runaway General." *Rolling Stone*, July 2010, 91-97, 120-121. [ProQuest](#); Rehkopf, Donald G., Jr., and Marybeth P. Ulrich. "Commentary and Reply: On 'The General Stanley McChrystal Affair: A Case Study in Civil-Military Relations'." *Parameters* 41, no. 3 (Autumn 2011): 87-93. [ProQuest](#)]



## Multimedia

Kohn, Richard H. *Dealing with the Devil: Assertive Secretaries of Defense and How to Deal with Them*. Lecture. 76 min. Carlisle Barracks: U.S. Army Heritage and Education Center, December 6, 2006. DVD. (JF195 .K63 2006)

## DOCTRINE AND GUIDANCE

### Books, Documents, and Internet Resources

Dempsey, Martin E. *America's Military—A Profession of Arms: White Paper*. Washington, DC: U.S. Joint Chiefs of Staff, n.d. 6pp. (UB147 .D46 2012) [http://www.jcs.mil/content/files/2012-02/022312120752\\_Americas\\_Military\\_POA.pdf](http://www.jcs.mil/content/files/2012-02/022312120752_Americas_Military_POA.pdf)

Dempsey, Martin E. *Chairman's Strategic Direction to the Joint Force*. Washington, DC: U.S. Joint Chiefs of Staff, February 6, 2012. 15pp. (UA23.7 .D46 2012) [http://www.jcs.mil/content/files/2012-02/021312101535\\_CJCS\\_Strategic\\_Direction\\_to\\_the\\_Joint\\_Force\\_-\\_13\\_Feb\\_2012.pdf](http://www.jcs.mil/content/files/2012-02/021312101535_CJCS_Strategic_Direction_to_the_Joint_Force_-_13_Feb_2012.pdf)

Dempsey, Martin E. *Joint Education: White Paper*. Washington, DC: U.S. Joint Chiefs of Staff, July 16, 2012. 6pp. [http://www.jcs.mil/content/files/2012-07/071812110954\\_CJCS\\_Joint\\_Education\\_White\\_Paper.pdf](http://www.jcs.mil/content/files/2012-07/071812110954_CJCS_Joint_Education_White_Paper.pdf)

U.S. Department of Defense. *The Armed Forces Officer*. Washington, DC: U.S. Department of Defense, January 2006. 178pp. (U133 .A65 2006) <http://cape.army.mil/repository/armed%20forces%20officer%20.pdf>

U.S. Department of the Army. *2013 Chief of Staff of the Army Leader Development Task Force Final Report*. Washington, DC: U.S. Department of the Army, June 14, 2013. 170pp. <http://cape.army.mil/repository/CSA%20LDTF%20Final%20Report%20062113.pdf>

U.S. Department of the Army. *ALDS: Army Leader Development Strategy 2013*. Washington, DC: U.S. Department of the Army, 2013. 24pp. (UB210 .C53 2013) <http://usacac.army.mil/cac2/cal/repository/ALDS5June%202013Record.pdf>

U.S. Department of the Army. *The Army*. Army Doctrine Publication 1. Washington, DC: U.S. Department of the Army, September 2012. 74pp. [http://armypubs.army.mil/doctrine/DR\\_pubs/DR\\_a/pdf/adp1.pdf](http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp1.pdf)

U.S. Department of the Army. *The Army Civilian Corps—A Vital Component of the Army Profession*. Washington, DC: U.S. Department of the Army, February 1, 2012. 18pp. <http://cape.army.mil/Info%20Papers/Army%20White%20Paper.pdf>

- U.S. Department of the Army. *Army Leadership*. Army Doctrine Publication 6-22. Washington, DC: U.S. Department of the Army, August 2012. 26pp. [http://armypubs.army.mil/doctrine/DR\\_pubs/DR\\_a/pdf/adp6\\_22\\_new.pdf](http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp6_22_new.pdf)
- U.S. Department of the Army. *Army Leadership*. Army Doctrine Reference Publication 6-22. Washington, DC: U.S. Department of the Army, August 2012, with Change 1, September 2012. 104pp. [http://armypubs.army.mil/doctrine/DR\\_pubs/DR\\_a/pdf/adrp6\\_22\\_new.pdf](http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adrp6_22_new.pdf)
- U.S. Department of the Army. *The Army Profession*. Army Doctrine Reference Publication 1. Washington, DC: U.S. Department of the Army, June 2013. 62pp. [http://armypubs.army.mil/doctrine/DR\\_pubs/dr\\_a/pdf/adrp1.pdf](http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf)
- U.S. Department of the Army. *Army Training and Leader Development*. Army Regulation 350-1, Rapid Action Revision. Washington, DC: U.S. Department of the Army, December 2009, Rapid Action Revision August 2011. 205pp. [http://armypubs.army.mil/epubs/pdf/r350\\_1.pdf](http://armypubs.army.mil/epubs/pdf/r350_1.pdf)
- U.S. Department of the Army. *An Army White Paper: The Profession of Arms*. Washington, DC: U.S. Department of the Army, December 8, 2010. 21pp. <http://cape.army.mil/repository/ProArms/ProfessionWhite%20Paper%208%20Dec%2010.pdf>
- U.S. Department of the Army. Center for the Army Profession and Ethic, and Combined Arms Center. *Army: Profession of Arms 2011; The Profession after 10 Years of Persistent Conflict*. Washington, DC: U.S. Department of the Army. Center for the Army Profession and Ethic and Combined Arms Center, October 2010. 40pp. <http://cape.army.mil/repository/ProArms/Army%20Profession%20of%20Arms,%20v19,%2007OCT10,%20low%20resolution.pdf>
- U.S. Department of the Army. Training and Doctrine Command. *Army Profession Campaign Annual Report*. Washington, DC: U.S. Department of the Army, Training and Doctrine Command, April 2, 2012. 17pp. (UB147 .A75 2012) <http://cape.army.mil/repository/CY11ArmyProfessionAnnualReport.pdf>
- U.S. Department of the Army. Training and Doctrine Command. *The U.S. Army Learning Concept for 2015*. TRADOC Pamphlet 525-8-2. Washington, DC: U.S. Department of the Army, Training and Doctrine Command, January 20, 2011. 66pp. <http://www.tradoc.army.mil/tpubs/pams/tp525-8-2.pdf>
- U.S. Department of the Army. Training and Doctrine Command. *The U.S. Army Training Concept 2012-2020*. TRADOC Pamphlet 525-8-3. Washington, DC: U.S. Department of the Army, Training and Doctrine Command, January 7, 2011. 103pp. <http://www.tradoc.army.mil/tpubs/pams/tp525-8-3.pdf>



## Periodical Articles

- Cone, Robert W. "Building the New Culture of Training." *Military Review* 93, no. 1 (January-February 2013): 11-16. [ProQuest](#)
- Cone, Robert W. "Enduring Attributes of the Profession: Trust, Discipline, Fitness." *Military Review* 91, Supplement (September 2011): 5-9. [ProQuest](#)
- Cone, Robert W. "TRADOC [Training and Doctrine Command]: Leading the Transition." *Army* 62, no. 10 (October 2012): 81-82, 84, 86-87. [ProQuest](#)
- Dempsey, Martin E. "Building Critical Thinkers: Leader Development Must Be the Army's Top Priority." *Armed Forces Journal* 148, no. 7 (March 2011): 12-15.  
<http://www.armedforcesjournal.com/2011/02/5663450> – requires registration
- Dempsey, Martin E. "Building Tomorrow's Leaders." *Joint Force Quarterly*, no. 67 (4th Quarter 2012): 2-3. [ProQuest](#)
- Dempsey, Martin E. "A Campaign of Learning: Avoiding the Failure of Imagination." *RUSI Journal* 155, no. 3 (June-July 2010): 6-9. [Full Text](#)
- Dempsey, Martin E. "Campaign of Learning Part 1: A Campaign of Learning to Achieve Institutional Adaptation." *Army* 60, no. 11 (November 2010): 34-35. [ProQuest](#)
- Dempsey, Martin E. "Campaign of Learning Part 2: Dialogue about Our Army; Concepts Matter." *Army* 60, no. 12 (December 2010): 39-40. [ProQuest](#)
- Dempsey, Martin E. "Campaign of Learning Part 3: Mission Command." *Army* 61, no. 1 (January 2011): 43-44. [ProQuest](#)
- Dempsey, Martin E. "Campaign of Learning Part 4: Leader Development." *Army* 61, no. 2 (February 2011): 25-28. [ProQuest](#)
- Dempsey, Martin E. "Driving Change through a Campaign of Learning." *Army* 60, no. 10 (October 2010): 65-68, 70. [ProQuest](#)
- Odierno, Raymond T. "America's Army: The Nation's Force of Decisive Action." *Army* 62, no. 4 (April 2012): 27-28, 30, 32. [ProQuest](#)
- Odierno, Raymond T. "Building on a Foundation of Strength: The Nation's Force of Decisive Action." *Army* 61, no. 10 (October 2011): 23-26, 28. [ProQuest](#)
- Odierno, Raymond T. "The Profession of Arms." *Military Review* 91, Supplement (September 2011): 2-4. [ProQuest](#)

Odierno, Raymond T. "Today's Army: The Strength of Our Nation." *Army* 62, no. 10 (October 2012): 25-28, 30, 32. [ProQuest](#)

## Multimedia

Odierno, Raymond T. "Army Leader Development: Remarks at U.S. Army War College Graduation 2013." *YouTube* streaming video. 20 min. June 8, 2013.  
<http://www.youtube.com/watch?v=OnaXBIKYSIs>

## MENTORSHIP

### Books, Documents, and Internet Resources

Box, John E. *Toxic Leadership in the Military Profession*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, January 15, 2012. 29pp. (AD-A560-886)  
<http://handle.dtic.mil/100.2/ADA560886>

Hester, Johnny. *The Importance of Leadership and Learning Organizations*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 27pp. (SRP 2013 HESJ)

Lombardo, Michael M., and Robert W. Eichinger. *FYI: For Your Improvement; A Guide for Development and Coaching*. 5th ed. Minneapolis: Lominger International, 2009. 630pp. (HD57.7 .L551 2009)

U.S. Department of the Army. *Army Mentorship Handbook*. Washington, DC: U.S. Department of the Army, January 1, 2005. 39pp. <http://www.armyg1.army.mil/HR/mentorship/docs/Army%20Mentorship%20Handbook%202005.pdf>

Wilson, Isaiah, III., et al. "Kids These Days: Growing Military Professionalism across Generations." In *Civil-Military Relations in Perspective: Strategy, Structure, and Policy*, edited by Stephen J. Cimbala, 21-30. Burlington: Ashgate, 2012. (JF195 .C585 2012)

### Periodical Articles

Anthes, Erik J. "Completing the Chain: Mentorship Needed in Officer Basic Courses." *Army Sustainment* 44, no. 4 (July-August 2012): 23. [ProQuest](#)

Bishop, William H. "Position of Influence." *Proceedings: United States Naval Institute* 139, no. 3 (March 2013): 81-82. [ProQuest](#)

Bruhl, Joseph. "Gardener-Leaders: A New Paradigm for Developing Adaptive, Creative, and Humble Leaders." *Military Review* 92, no. 4 (July-August 2012): 41-45. [ProQuest](#)

- Cabrey, Richard M., Mark E. McKnight, and David S. Cannon. "The Marshall Approach: The Battle Command Training Program and 21st-Century Leader Development." *Military Review* 90, no. 2 (March-April 2010): 98-101. [ProQuest](#)
- Cox, Edward, et al. "Growing Military Professionalism across Generations." *Military Review* 91, Supplement (September 2011): 34-42. [ProQuest](#)
- Doty, Joe, and Jeff Fenlason. "Narcissism and Toxic Leaders." *Military Review* 93, no. 1 (January-February 2013): 55-60. [ProQuest](#)
- Farmer, Shanan. "The Humble Leader: Servant Leadership Can Be a Powerful Asset in the Military." *Armed Forces Journal* 148, no. 5 (December 2010): 24-26, 39-40. <http://www.armedforcesjournal.com/2010/12/4906840> – requires registration
- Hertling, Todd. "The *Officership* Model: Exporting Leader Development to the Force." *Military Review* 93, no. 2 (March-April 2013): 33-41. [ProQuest](#)
- Johnson, W. Brad, Gene R. Andersen, and Lisa Franchetti. "How to Make Mentoring Work." *Proceedings: United States Naval Institute* 135, no. 4 (April 2009): 26-32. [ProQuest](#)
- Kane, Robert C. "Good or Great: Colonel, It Is Up to You!" *Air & Space Power Journal* 25, no. 1 (Spring 2011): 6-9. [ProQuest](#)
- Melanson, Mark A. "Leader Mentoring." *Army* 61, no. 8 (August 2011): 14-15, 17. [ProQuest](#)
- Salmoni, Barak A., et al. "Growing Strategic Leaders for Future Conflict." *Parameters* 40, no. 1 (Spring 2010): 72-88. [ProQuest](#)
- Whiffen, Harold H. "Becoming an Adaptive Leader." *Military Review* 91, Supplement (September 2011): 92-98. [ProQuest](#)

## **MORALS, VALUES, AND ETHICS**

### **Books, Documents, and Internet Resources**

- Allen, Charles D. "Army Strong—Really?" *Strategic Studies Institute—Of Interest*. April 2011. 3pp. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1065>
- Burk, James. "Responsible Obedience by Military Professionals: The Discretion to Do What Is Wrong." In *American Civil-Military Relations: The Soldier and the State in a New Era*, edited by Suzanne C. Nielsen and Don M. Snider, 149-171. Baltimore: Johns Hopkins University Press, 2009. (UA23 .A45 2009)
- Driver, Darrell W. "The Military Mind: A Reassessment of the Ideological Roots of American Military Professionalism." In *American Civil-Military Relations: The Soldier and the State in a New Era*, edited by Suzanne C. Nielsen and Don M. Snider, 172-193. Baltimore: Johns Hopkins University Press, 2009. (UA23 .A45 2009)

- Eder, Mari K. *Military Ethic and the Judge Advocate General's Corps: Legal Guardians of the Profession of Arms*. Arlington: Association of the United States Army, Institute of Land Warfare, April 2013. 11pp. (UA23 .A95L15 13-1) <http://www.ausa.org/publications/ilw/DigitalPublications/Documents/lpe13-1/index.html>
- Fotion, Nicholas G., and Gerard Elfstrom. *Military Ethics: Guidelines for Peace and War*. Boston: Routledge & Kegan Paul, 1986. 311pp. (U22 .F63 1986)
- Gabriel, Richard A. *To Serve with Honor: A Treatise on Military Ethics and the Way of a Soldier*. Westport: Greenwood Press, 1982. 243pp. (U22 .G25)
- Higbee, Douglas, ed. *Military Culture and Education*. Burlington: Ashgate, 2010. 195pp. (U408 .M55 2010)
- Matthews, Lloyd J., and Dale E. Brown, eds. *The Parameters of Military Ethics*. Washington, DC: Pergamon-Brassey's International Defense, 1989. 178pp. (U22 .P36 1989)
- Michelson, Brian M. *Character Development of U.S. Army Leaders: A Laissez Faire Approach*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 26pp. (SRP 2013 MICH)
- Moten, Matthew. *The Army Officers' Professional Ethic: Past, Present, and Future*. Professional Military Ethics Monograph Series, vol. 2. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 2010. 28pp. (U413 .A66P7 v.2) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB966.pdf>
- Olison, Frederick W. *Building and Understanding Trust Relationships*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 17, 2012. 28pp. (AD-A561-628) <http://handle.dtic.mil/100.2/ADA561628>
- Pfaff, Tony. *Resolving Ethical Challenges in an Era of Persistent Conflict*. Professional Military Ethics Monograph Series, vol. 3. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, April 2011. 42pp. (U413 .A66P7 v.3) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB1058.pdf>
- Smawley, George R. *Stewardship and the Retired Senior Leader: Toward a New Professional Ethic*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 27pp. (SRP 2013 SMAW)
- Snider, Don M. *The Army's Ethic Suffers under Its Retired Generals*. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, January 2009. 3pp. <http://www.strategicstudiesinstitute.army.mil/pdf/pub903.pdf>
- Snider, Don M. *Once Again, the Challenge to the U.S. Army during a Defense Reduction: To Remain a Military Profession*. Professional Military Ethics Monograph Series, vol. 4. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 2012. 34pp. (U413 .A66P7 v.4) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=1097>

Snider, Don M., Paul Oh, and Kevin Toner. *The Army's Professional Military Ethic in an Era of Persistent Conflict*. Professional Military Ethics Monograph Series, vol. 1. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, October 2009. 31pp. (U413 .A66P7 v.1) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB895.pdf>

U.S. Department of Defense. Standards of Conduct Office. *SOCO On-Line*. Website's resources provide ethical standards that apply to every DoD employee, both civilian and military. Includes Joint Ethics Regulation. [http://www.dod.mil/dodgc/defense\\_ethics](http://www.dod.mil/dodgc/defense_ethics)

U.S. Department of the Army. *The Army Values*. <http://www.army.mil/values>

U.S. Department of the Army. *Center for the Army Profession and Ethic*. Links to research material such as case studies, publications, reports, and suggested reading lists. <http://cape.army.mil/>

U.S. Military Academy. *William E. Simon Center for the Professional Military Ethic* (SCPME). The SCPME supervises the Cadet Honor Code and Respect programs, in addition to other activities promoting the Professional Military Ethic. <http://www.usma.edu/scpme>

U.S. Naval Academy. Stockdale Center for Ethical Leadership. *Center for the Study of Professional Military Ethics*. <http://www.usna.edu/Ethics>

Vázquez de Prada Palencia, Pedro. *Back to Essentials: Virtues and Character for Strategic Leaders*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 21, 2012. 46pp. (AD-A561-664) <http://handle.dtic.mil/100.2/ADA561664>

Vermeesch, John A. *Trust Erosion and Identity Corrosion: Threats to the Army Profession*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2013. 24pp. (SRP 2013 VER)

Wertheimer, Roger. *Empowering Our Military Conscience: Transforming Just War Theory and Military Moral Education*. Burlington: Ashgate, 2010. 207pp. (U22 .E47 2010)

## **Periodical Articles**

Adamshick, Mark. "The Joy of Officership." *Military Review* 92, no. 4 (July-August 2012): 73-78. [ProQuest](#)

Barnes, Christopher M., and Joseph Doty. "What Does Contemporary Science Say about Ethical Leadership?" *Military Review* 90, Supplement (September 2010): 90-93. [ProQuest](#)

Barrett, Clark C. "The Right Way: A Proposal for an Army Ethic." *Military Review* 92, no. 6 (November-December 2012): 2-12. [ProQuest](#)

Carver, Douglas L. "The Chaplain Corps and the Profession of Arms." *Military Review* 91, Supplement (September 2011): 46-50. [ProQuest](#)

- Case, Chris, Bob Underwood, and Sean T. Hannah. "Owning Our Army Ethic." *Military Review* 90, Supplement (September 2010): 3-10. [ProQuest](#)
- Caslen, Robert L., Jr. "The Army Ethic, Public Trust, and the Profession of Arms." *Military Review* 91, Supplement (September 2011): 13-20. [ProQuest](#)
- Celestino, Perez, Jr. "The Soldier as Lethal Warrior and Cooperative Political Agent: On the Soldier's Ethical and Political Obligations toward the Indigenous Other." *Armed Forces & Society* 38, no. 2 (April 2012): 177-204. [Full Text](#)
- Challans, Tim. "Leading Our Leaders." *Military Review* 91, Supplement (September 2011): 78-80. [ProQuest](#)
- Cook, Martin L. "Revolt of the Generals: A Case Study in Professional Ethics." *Parameters* 38, no. 1 (Spring 2008): 4-15. [ProQuest](#)
- Culp, Clinton A. "Character Education: TBS [The Basic School] and Beyond." *Marine Corps Gazette* 96, no. 11 (November 2012): 73-78. [ProQuest](#)
- Doty, Joe, and Chuck Doty. "Command Responsibility and Accountability." *Military Review* 92, no. 1 (January-February 2012): 35-38. [ProQuest](#)
- Drennan, James. "Cause for Alarm: The Demise of Leadership Integrity." *Proceedings: United States Naval Institute* 138, no. 12 (December 2012): 52-57. [ProQuest](#)
- Evans, Michael. "Captains of the Soul: Stoic Philosophy and the Western Profession of Arms in the Twenty-First Century." *Naval War College Review* 64, no. 1 (Winter 2011): 31-58. [ProQuest](#)
- Ficarrotta, J. Carl. "Are Military Professionals Bound by a Higher Moral Standard?" *Armed Forces & Society* 24, no. 1 (Fall 1997): 59-75. [ProQuest](#)
- Fromm, Peter D. "Warriors, the Army Ethos, and the Sacred Trust of Soldiers." *Military Review* 90, Supplement (September 2010): 19-26. [ProQuest](#)
- Gray, Colin S. "Moral Advantage, Strategic Advantage?" *Journal of Strategic Studies* 33, no. 3 (June 2010): 333-365. [Full Text](#)
- Green, Robert L. "Army Professional Military Leader Development." *Army* 59, no. 12 (December 2009): 46-49. [ProQuest](#)
- Hilger, Ryan. "Better Education Makes Better Officers." *Proceedings: United States Naval Institute* 139, no. 2 (February 2013): 50-55. [ProQuest](#)
- Imiola, Brian. "The Imaginary Army Ethic: A Call for Articulating a Real Foundation for Our Profession." *Military Review* 93, no. 3 (May-June 2013): 2-5. [ProQuest](#)



- Imiola, Brian, and Danny Cazier. "On the Road to Articulating Our Professional Ethic." *Military Review* 90, Supplement (September 2010): 11-18. [ProQuest](#)
- Kohn, Richard H. "Tarnished Brass: Is the U.S. Military Profession in Decline?" *World Affairs* 171, no. 4 (Spring 2009): 73-83. [ProQuest](#)
- Kraugerud, Hanne A. "Shields of Humanity—The Ethical Constraints of Professional Combatants." *Journal of Military Ethics* 10, no. 4 (December 2011): 263-273. [Full Text](#)
- Light, Mark F. "The Navy's Moral Compass: Commanding Officers and Personal Misconduct." *Naval War College Review* 65, no. 3 (Summer 2012): 136-152. [ProQuest](#)
- Major, A. Edward. "Law and Ethics in Command Decision Making." *Military Review* 92, no. 3 (May-June 2012): 61-74. [ProQuest](#)
- Major, A. Edward, Lee DeRemer, and David G. Bolgiano. "Ethics Can Be Taught." *Proceedings: United States Naval Institute* 138, no. 12 (December 2012): 58-62. [ProQuest](#)
- Matthews, Lloyd J. "Evolution of American Military Ideals." *Military Review* 78, no. 1 (January-February 1998): 51-60. [ProQuest](#)
- Mattox, John Mark. "Values Statements and the Profession of Arms: A Reevaluation." *Joint Force Quarterly*, no. 68 (1st Quarter 2013): 59-63. <http://www.ndu.edu/press/values-statements-profession-of-arms.html>
- Moten, Matthew. "Out of Order: Strengthening the Political-Military Relationship." *Foreign Affairs* 89, no. 5 (September/October 2010): 2-8. [ProQuest](#)
- Pfaff, Charles A. "Officership: Character, Leadership, and Ethical Decisionmaking." *Military Review* 83, no. 2 (March-April 2003): 66-71. [ProQuest](#)
- Pryer, Douglas A. "Controlling the Beast Within: The Key to Success on 21st-Century Battlefields." *Military Review* 91, Supplement (September 2011): 81-91. [ProQuest](#)
- Robertson, Cassandra Burke. "Organizational Management of Conflicting Professional Identities." *Case Western Reserve Journal of International Law* 43, no. 3 (2011): 603-623. [ProQuest](#)
- Sennott, Daniel J. "Leaving the Service as a Form of Dissent." *Military Review* 92, no. 2 (March-April 2012): 64-70. [ProQuest](#)
- Snider, Don M. "The Army's Campaign against Sexual Violence: Dealing with the Careerist Bystanders." *Strategic Studies Institute*, July 11, 2013. <http://www.strategicstudiesinstitute.army.mil/index.cfm/articles/The-Armys-Campaign-Against-Sexual-Violence/2013/07/11>
- Snider, Don M. "Intrepidity and Character Development within the Army Profession." *Military Review* 91, Supplement (September 2011): 21-24. [ProQuest](#)

- Snider, Don M. "The Moral Corrosion within Our Military Professions." *Strategic Studies Institute*, November 27, 2012. <http://www.strategicstudiesinstitute.army.mil/index.cfm/articles/The-Moral-Corrosion-within-Our-Military-Professions/2012/11/27>
- Stallard, W. Dan. "Strategic Military Leadership: The Protection and Promotion of Positive Morals and Morale." *Marine Corps Gazette* 97, no. 1 (January 2013): 20-24. [ProQuest](#)
- Swain, Richard. "Reflection on an Ethic of Officership." *Parameters* 37, no. 1 (Spring 2007): 4-22. [ProQuest](#)
- Warner, Christopher H., and George Appenzeller. "Engaged Leadership: Linking the Professional Ethic and Battlefield Behaviors." *Military Review* 91, no. 5 (September-October 2011): 61-69. [ProQuest](#)
- Wortel, Eva, and Jolanda Bosch. "Strengthening Moral Competence: A 'Train the Trainer' Course on Military Ethics." *Journal of Military Ethics* 10, no. 1 (March 2011): 17-35. [Full Text](#)

## PERSPECTIVES ON THE PROFESSION

### Books, Documents, and Internet Resources

- Allen, Chuck. "Profession of Arms Study Trust Review." *Strategic Studies Institute—Of Interest*, March 2011. 3pp. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1053>
- Laver, Harry S. *A General Who Will Fight: The Leadership of Ulysses S. Grant*. Lexington: University Press of Kentucky, 2013. 195pp. (E672 .L38 2013)
- MacLeod, Scott M. *Achieving Jurisdictional Equivalency: Is the Army Guard a Divided Profession?* Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 21, 2012. 28pp. (AD-A561-478) <http://handle.dtic.mil/100.2/ADA561478>
- Marshall, S. L. A. *The Officer as a Leader*. [originally published by the U.S. Department of Defense as *The Armed Forces Officer*] 1950. Reprint, Harrisburg: Stackpole Books, 1966. 288pp. (U133 .M3)
- Puryear, Edgar F., Jr. *American Admiralship: The Moral Imperatives of Naval Command*. Annapolis: Naval Institute Press, 2005. 647pp. (VB203 .P87 2005)
- Puryear, Edgar F., Jr. *American Generalship: Character Is Everything; The Art of Command*. Novata, CA: Presidio Press, 2000. 374pp. (UB210 .P81 2000)



Puryear, Edgar F., Jr. *Marine Corps Generalship*. Washington, DC: National Defense University Press, 2009. 513pp. (VE23 .P87 2009) <https://digitalndulibrary.ndu.edu/cgi-bin/showfile.exe?CISOROOT=/ndupress&CISOPTR=40021&CISOMODE=print>

Ricks, Thomas E. *The Generals: American Military Command from World War II to Today*. New York: Penguin Press, 2012. 558pp. (E745 .R43 2012)

Segal, David R., and Karin DeAngelis. "Changing Conceptions of the Military as a Profession." In *American Civil-Military Relations: The Soldier and the State in a New Era*, edited by Suzanne C. Nielsen and Don M. Snider, 194-212. Baltimore: Johns Hopkins University Press, 2009. (UA23 .A45 2009)

Taaffe, Stephen R. *Marshall and His Generals: U.S. Army Commanders in World War II*. Lawrence: University Press of Kansas, 2011. 426pp. (E745 .M37T33 2011)

Taylor, Robert L., William E. Rosenbach, and Eric B. Rosenbach, eds. *Military Leadership: In Pursuit of Excellence*. 6th ed. Boulder: Westview Press, 2009. 321pp. (UB210 .M553 2009)

U.S. Army Combined Arms Center. *2012 Center for Army Leadership Annual Survey of Army Leadership (CASAL): Main Findings*. Fort Leavenworth: U.S. Army Combined Arms Center, April 2013. 126pp. <http://usacac.army.mil/cac2/CAL/repository/2012CASALMainFindingsTechnicalReport2013-1.pdf>

U.S. Army War College. *Leadership for the 1970's: USAWC Study of Leadership for the Professional Soldier; Comprehensive Report*. Prepared by Donald W. Connelly, et al. Carlisle Barracks: U.S. Army War College, 1971. 1 vol. (UB210 .U441 1971) <http://www.dtic.mil/dtic/tr/fulltext/u2/a100222.pdf>

U.S. Army War College. *Study on Military Professionalism*. Carlisle Barracks: U.S. Army War College, June 30, 1970. 192pp. (UB147 .U49) <http://handle.dtic.mil/100.2/ADA063748>

U.S. Military Academy. Department of Military Instruction. *West Point's Perspectives on Officership: Selected Readings*. Ohio: Thomson Learning Custom Publishing, 2001. 544pp. (UB210 .U63 2001)

Westfield, Alan D. *The Meaning of Effective Leadership Based on Perspectives of Selected Army Officers*. Gonzaga University, 2012. 174pp. [ProQuest Dissertations](#)

## Periodical Articles

Allen, Charles D. "Assessing the Army Profession." [revised and expanded from "The Impact of a Decade at War" in *Armed Forces Journal*, May 2011] *Parameters* 41, no. 3 (Autumn 2011): 73-86. [ProQuest](#)

- Allen, Charles D. "The Path Ahead." *Army* 63, no. 7 (July 2013): 19. [ProQuest](#)
- Beagle, Milford H., Jr., "Self-Awareness: The Key to Successful Leadership." *Infantry* 101, no. 3 (September-October 2012): 19-20. [ProQuest](#)
- Bonadonna, Reed R. "Reconsidering *The Armed Forces Officer* of 1950: Democracy, Dialogue, the Humanities, and the Military Profession." [reflection on S. L. A. Marshall's *The Armed Forces Officer*] *Joint Force Quarterly*, no. 68 (1st Quarter 2013): 64-69.  
<http://www.ndu.edu/press/armed-forces-officer-1950.html>
- Bond, Kevin M. "Are We Professionals?" *Joint Force Quarterly*, no. 58 (3rd Quarter 2010): 62-68. [ProQuest](#)
- Cojocar, William J. "Adaptive Leadership in the Military Decision Making Process." *Military Review* 91, no. 6 (November-December 2011): 29-34. [ProQuest](#)
- Collins, Joseph J. "Command and Accountability: Charting the Erosion of Senior Officer Responsibility; Review Essay." [review and reflection on Thomas Ricks' *The Generals*] *Armed Forces Journal* 150, no. 5 (December 2012): 28-31.  
<http://www.armedforcesjournal.com/2012/12/12140597> – requires registration
- Fivecoat, David G. "American Landpower and Modern US Generalship." *Parameters* 42, no. 4/43, no. 1 (Winter-Spring 2013): 69-78. [ProQuest](#)
- Galvin, Thomas P. "A New Way of Understanding (Military) Professionalism." *Joint Force Quarterly*, no. 62 (3rd Quarter 2011): 25-31. [ProQuest](#)
- Garner, Harry C. "Developing an Effective Command Philosophy." *Military Review* 92, no. 5 (September-October 2012): 75-81. [ProQuest](#)
- Kingseed, Cole C. "Fall from Grace: The Parallel Careers of General of the Army Douglas MacArthur and MG George B. McClellan." *Army* 62, no. 11 (November 2012): 49-57.  
[ProQuest](#)
- Lacquement, Richard A., Jr. "The Army, On a Budget." *American Interest* (March 11, 2013).  
[Full Text](#)
- MacFarland, Sean. "Fight, Kill, Die Buddy: Words Professional Soldiers Live By." *Military Review* 91, Supplement (September 2011): 51-55. [ProQuest](#)
- Marble, Andrew. "How Are Great Leaders Made? Lessons from the Career of General John Shalikashvili (1936-2011)." *Joint Force Quarterly*, no. 64 (1st Quarter 2012): 135-142.  
[ProQuest](#)
- "The Modern American Military." *Daedalus* 140, no. 3 (Summer 2011): entire issue. [Full Text](#)

- Moten, Matthew. "Who Is a Member of the Military Profession?" *Joint Force Quarterly*, no. 62 (3rd Quarter 2011): 14-17. [ProQuest](#)
- Paparone, Christopher R., and George E. Reed. "The Reflective Military Practitioner: How Military Professionals Think in Action." *Military Review* 91, Supplement (September 2011): 67-77. [ProQuest](#)
- Reed, George E. "Toxic Leadership." *Military Review* 84, no. 4 (July-August 2004): 67-71. [ProQuest](#)
- Reed, George E., and Richard A. Olsen. "Toxic Leadership: Part Deux." *Military Review* 90, no. 6 (November-December 2010): 58-64. [ProQuest](#)
- Ricks, Thomas E. "General Failure." [Culture of mediocrity within the Army's leadership ranks] *Atlantic Monthly*, November 2012, 98-109. [EBSCO OmniFile](#)
- Rondeau, Ann E. "Identity in the Profession of Arms." *Joint Force Quarterly*, no. 62 (3rd Quarter 2011): 10-13. [ProQuest](#)
- Snider, Don M. "The Army Profession, the Engineer Regiment, and the Character of Their Leaders." *Engineer* 38, no. 2 (April-June 2008): 24-25. [ProQuest](#)
- Snider, Don M. "Officership: The Professional Practice." *Military Review* 83, no. 1 (January-February 2003): 3-8. [ProQuest](#)
- Steele, Chuck. "America's Greatest Great War Flag Officer." *Naval History* 27, no. 3 (June 2013): 56-62. [ProQuest](#)
- Ulmer, Walter F., Jr. "Toxic Leadership: What Are We Talking About?" *Army* 62, no. 6 (June 2012): 47-52. [ProQuest](#)
- Vego, Milan. "On Military Creativity." *Joint Force Quarterly*, no. 70 (3rd Quarter 2013): 83-90. <http://www.ndu.edu/press/military-creativity.html>
- Wilson, Jeffrey S. "Transformational Leadership: William DePuy's Vision for the Army." *Military Review* 91, no. 5 (September-October 2011): 70-77. [ProQuest](#)

## Multimedia

- Ricks, Thomas E. *The Generals: American Military Command from World War II to Today*. 75 min. Carlisle Barracks: U.S. Army Heritage and Education Center, March 13, 2013. DVD and streaming video. (E745 .R43 2012) [http://www.carlisle.army.mil/AHEC/mediagallery/video/32\\_662.wmv](http://www.carlisle.army.mil/AHEC/mediagallery/video/32_662.wmv)

## OTHER BIBLIOGRAPHIES

- Andrusyszyn, Greta H., comp. *Civil-Military Relations: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, May 2011. 44pp. (U413 .Z92C48 2011)  
<http://www.carlisle.army.mil/library/bibs/CivilMilitary11.pdf>
- Andrusyszyn, Greta H., comp. *Landpower: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, September 2012. 12pp. (U413 .Z92L36 2012)  
<http://www.carlisle.army.mil/library/bibs/Landpower12.pdf>
- Andrusyszyn, Greta H., comp. *Officership and the Profession: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, August 2010. 16pp. (U413 .Z92O44 2010)  
<http://www.carlisle.army.mil/library/bibs/Officership.pdf>
- Garder, Lenore K., comp. *Ethics: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, June 2010. 32pp. (U413 .Z92E73 2010)  
<http://www.carlisle.army.mil/library/bibs/Ethics10.pdf>
- Garder, Lenore K., comp. *Human Dimensions of Strategic Leadership: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, January 2010. 26pp. (U413 .Z92H85 2010) <http://www.carlisle.army.mil/library/bibs/humandim10.pdf>
- McGovern, Lily, Tim Baker, and Jessica Groves, comp. *Military Professionalism*. Washington, DC: U.S. National Defense University Library, and Institute for National Security Ethics and Leadership, December 2010. 81pp. <http://www.usafa.edu/superintendent/diversityoffice/links/MilitaryProfessionalismBibliography.pdf>
- Silkett, Jenny, comp. *The All-Volunteer Force: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, February 2013. 38pp. (U413 .Z92A55 2013)  
<http://www.carlisle.army.mil/library/bibs/AllVolForce.pdf>

## CURRENT AWARENESS GUIDES

- U.S. Army War College Research Librarians. "Ethics and Standards of Conduct."  
<http://usawc.libguides.com/content.php?pid=321364&sid=2631091>
- U.S. Army War College Research Librarians. "Leader Development."  
<http://usawc.libguides.com/content.php?pid=321364&sid=2631092>
- U.S. Army War College Research Librarians. "Leadership."  
<http://usawc.libguides.com/content.php?pid=321364&sid=2631093>
- U.S. Army War College Research Librarians. "Military Mentoring."  
<http://usawc.libguides.com/content.php?pid=321364&sid=2631095>